Project Portfolio Management
Licensing and Operational Principles

December 2, 2005

Definitions and References:

Agency or Agencies—The term **agency** is used as a generic reference for state government organizational units. It can mean an entire department, a division within the department, or even an independent Board or Commission. As such, the Department of Health and Human Services is an agency as are the Office of Management and Budget and the State Board of Elections.

Software/Licenses—These terms are used to describe an authorized user of the UMT Project Portfolio Management tool.

Key Principles:

- All project managers of projects with an estimated budget greater than $500,000 and requiring SCIO approval will be issued a software license to use in project approval and status reporting.

- For projects with a budget greater than $100,000, but less than $500,000 and only requiring registration, ITS will work with the agency to determine how best to enter the project information in the Project Portfolio Management tool.

- All licenses purchased with funds from the IT Fund are owned and managed by ITS. They are assigned to agencies for use as required and in accordance with these principles.

- As of August 1, 2005, the Project Portfolio Management software must be used for project approvals and status reporting.

Initial Implementation and Issuance of Licenses:

- The Statewide IT Fund was used to acquire the UMT tool, begin the project and provide the initial licenses to agencies.

- Initial licenses were provided to agencies based on several factors; including agency spending for IT, and prior and current project activities. Each project manager with an active project received a license. Agencies with on-going projects requiring State CIO approval also received licenses for the agency CIO and CFO.

- In addition, various managerial roles within agencies were provided licenses in order to facilitate appropriate review of project approval and status reporting information. Examples include PMO Manager and QA Manager.

- Most small executive branch agencies received at least one license and training for the license holder. As new projects are started in these smaller agencies, the Project Portfolio Management Team at ITS, in concert with the EPMO and the agency involved, will review the need for additional licenses.

- In accordance with the software purchasing agreement, **sharing of licenses is not allowed.**
- Statewide oversight roles are also being accommodated with the initial set of licenses. The statewide roles include: Office of Budget and Management, Office of the State Controller, General Assembly and Information Technology Services. The allocation of licenses for statewide oversight does not include licenses for internal management of agency projects. Project management licenses will be handled in the same manner as those for other agencies.

Reallocation of Licenses by ITS:

- ITS, as the project manager for the Project Portfolio Management initiative, retains the right to **reallocate** licenses. (process to be developed)

- The goal of this project is to ensure that each project manager with an active project that is large enough to require submission to the State EPMO for SCIO approval has a license for the use of the tool. This may require reallocation of previously assigned licenses.

- ITS will maintain the list of licenses issued to each agency. As projects are completed, and post-implementation reviews are done, ITS will review the project manager's continuing need for the license with the agency. (process to be developed)

- On a semi-annual basis, ITS will send a list of the license and role assignments to the agency CIO and CFO (if appropriate) for verification. (process to be developed)

Agency Changes in Roles and License Holders:

- Each agency CIO is responsible for notifying the ITS Project Portfolio Manager at the following e-mail address ppm.admin@ncmail.net, of any changes in license allocation due to reassignment, resignation, retirement, etc, because the licenses were issued on named seat basis.

- If an agency wishes to make a change in the role assigned to a current license holder within the Project Portfolio Management system, the agency CIO's must send a request for a role change to the ITS Project Portfolio Manager at ppm.admin@ncmail.net .

Process for Requesting New Licenses:

- Agency CIO's or their designee must submit a request for a new license via e-mail to ppm.admin@ncmail.net using the form posted on the SCIO's web site (http://www.scio.state.nc.us/PortfolioManagementInitiative.asp) . The request must include the name of the individual, their e-mail address, telephone number, role within the system, and the justification for the new license. Preference will be given to requests for project managers rather than for oversight roles.

- The Project Portfolio Management team will review the request, and will respond to the agency CIO within one week of getting the request.

Training:

- All initial users were given hands-on training in the use of the tool.

- As agencies add new users, they will be responsible for providing training to the new staff.

- The EPMO will train all new project managers in the use of the tool as part of the orientation process for new PM's.

- As time permits, both the ITS EPMO and the ITS Project Portfolio staff will assist agencies with status reporting and creation of new projects.

Help Desk Support:

- ITS will provide technical support for the Project Portfolio tool through the ITS Customer Support Center.

- All requests for help should be placed with the ITS Customer Support Center so as to insure proper tracking and resolution.

Tool and Project Oversight

- ITS will continue its role as project manager for the software tool. As such, it will:
  a. Create user profiles
  b. Manage the workflow, including determining and implementing tool configuration
  c. Maintain a web site designed to assist users of the tool (http://www.scio.state.nc.us/PortfolioManagementInitiative.asp)
  d. Maintain the master list of licensed individuals in the agencies and the roles assigned to them in the tool
  e. Develop the formal processes needed for the full implementation of the tool and as mentioned in the preceding principles.
  f. Manage new releases and software updates so as to keep the software within the support window.
  g. Implement tool modifications requested by agencies and approved by the Project Management Committee.
  h. Communicate on a regular basis with agencies regarding any product changes or enhancements.

- As other components of the tool are added, there will be opportunities for agency consultation. Agencies will also be included in discussions regarding significant change points for software or statewide workflow.